

## **EMERGING LEADERSHIP CONFERENCE TRIP REPORT**

**Trip Status:** The Emerging Leadership Conference was held from 3 August, 2001-10 August, 2001, in Chicago, Illinois. The ELC program was comprised of 36 Corps employees from every division. Expertise ranged across the Corps spectrum, from engineers, to project managers, to public affairs specialists.

**Summary:** The trip can be divided into two phases, the first phase was leadership development, composed of intensive leadership training, personality testing, and leadership exercises. The second phase consisted of interacting with the Senior Leadership Conference and developing presentations for the SLC audience.

### **Highlights:**

#### Phase I: Leadership Development

- Leadership is difficult and requires time, patience, and skill.
- There are a multitude of personality types, with different strengths and weaknesses. An awareness of these differences allows for a more productive interaction (i.e. synergy)
- Strong situational leadership requires an understanding of both the situation and the person who you are leading.

#### Phase II: Senior Leadership Interaction

- The focus was on introducing junior staff to the senior leadership, to understand the larger issues facing the Corps of Engineers and to allow the senior leaders feedback from the ground level.
- Presentations from the Deputy ASA(CW), Vice-Chief of the Army, Mike Grunwald of the Washington Post, and others.
- Presentations on becoming a 'Learning Organization.'
- Improvement of the Corps HR system was a theme, echoed by all levels of the organization.

**Lessons Learned:** The Corps is sincere in its efforts to empower the staff and become a learning organization. This requires effort on the part of the senior and emerging leaders—especially in terms of communication and leadership, regardless of your role within the organization.

**Actions:** Develop plans to make a difference to the organization (just do it plan), communicate lessons learned to districts and supervisors. Help implement the Corps vision (people, process, and communication). Help develop the Corps as a learning organization—by teaching and learning about the many great things that the Corps is doing.